

Contents

Preface and Acknowledgements	V
List of Contributing Authors	IX
Section I Introduction to Uncertainty and Surprise	1
1 Uncertainty and Surprise: An Introduction	3
2 Surprises in a Half Century	13
Section II Central Themes on Uncertainty and Surprise	17
3 Complexity, Uncertainty and Surprise: An Integrated View	19
4 The Evolutionary Complexity of Social Economic Systems: The Inevitability of Uncertainty and Surprise	31
5 Managing the Unexpected: Complexity as Distributed Sensemaking	51
Section III Differing Views of Uncertainty and Surprise	67
Section IIIA Fundamental Unknowability in Science and Social Science	69
6 Fundamental “Uncertainty” in Science	71
7 The Complementary Nature of Coordination Dynamics: Toward a Science of the In-Between	77
8 The Tyranny of Many Dimensionless Constants: A Constraint on Knowability	87
Section IIIB Organizational Issues of Uncertainty	93
9 A View from the Inside: The Task of Managing Uncertainty and Surprise	95
10 An Introduction to the Mathematics and Meaning of Chaos	99

Section IIIC Fundamental Uncertainty and the Delivery of Health Care	107
11 The Social Construction of Uncertainty in Healthcare Delivery	109
12 Primary Care Practice: Uncertainty and Surprise.....	123
13 Medical Errors and Microsystems: The Best Things Cannot be Told	131
14 Organization and Leadership in Hospitals.....	145
Section IIID Fundamental Uncertainty in Business and Business Decision Making	151
15 Fundamental Uncertainty in Business: Real Options.....	153
16 Transforming Your Regional Economy through Uncertainty and Surprise: Learning from Complexity Science, Network Theory and the Field.....	165
17 Uncertainty and Certainty	177
Section IV Conversations on Uncertainty and Surprise.....	181
18 Uncertainty and Surprise: Ideas from the Open Discussion	183